

(CLASSIFICATION)

63:1065

## OFFICE OF THE DIRECTOR

Action Memorandum No. A-17

Date

TO : Deputy Director (Intelligence)

INFO : Inspector General

SUBJECT : Inspector General Survey of the Office of National Estimates  
and the Estimative Process, September 1962

REFERENCE:

1. In consideration of subject survey and the comments by the DD/I and the AD/NE, action on the recommendations of the Inspector General is directed as follows.

1a. The DD/I and AD/NE develop a long-term career program for ONE staff personnel carefully articulated with the DD/I career planning policy.

1a. Action on this recommendation has been implemented per DD/I memorandum of 7 December 1962.

1b. The DD/I negotiate with DD/P the establishment of at least five slots--to be furnished by the DD/I--at major stations in critical areas of the world and staff these positions with DD/I officers assigned to render close substantive support to chiefs of station in the respective areas.

1b. The DD/I's position on this recommendation is not clearly indicated in his 7 December comments. The Inspector General did not intend that DD/I action await DD/P requests, but that the DD/I actively negotiate with the DD/P for these slots. Approval of this recommendation is held in abeyance pending further comment by the DD/I.

SUSPENSE DATE: 5 May 1963

1c. ONE vacancies be announced in DD/P staffs and divisions and the DD/P regularly nominate qualified officers for each vacancy as possible candidates for staff service tours in ONE.

1c. Approve, as recommended, with the provisions that the DD/I secure DD/P's agreement to circulate notices throughout the DD/P and to nominate candidates.

2. The DD/I initiate necessary steps to authorize an increase of six professional positions in the ONE Estimates Staff to provide increased flexibility for the AD/NE to administer his personnel program.

2. Approve, with understanding that action is already under way.

3. The AD/NE adopt a policy of filling one of his staff positions with an officer from OSI serving on a rotational basis.

3. Approve.

25X1A6a

25X1A6a 4. The AD/NE divide his present [redacted] into separate staffs for the two regions and pursue as a staffing objective the maintenance of three or four estimator specialists in each of the new units.

4. Approve.

5. The DD/I with the Director of Personnel devise a system that will permit the promotion to super grade of selected estimators without changing their positions or responsibilities. This should be done with the utmost discretion and only in those cases where it is determined that it is in the best interests of the Agency.

5. The principle of this recommendation has already been carried out per DD/I memorandum of 7 December 1962.

6. The DD/I arrange with appropriate State and Defense officials the assignment of able ONE staff officers to their policy and planning staffs for specific tours of duty. Reciprocal arrangements should be encouraged.

6. Approve.

7. The DD/I insure that any of his employees with proper qualifications will be considered for any existing vacancy in his directorate. Care should be exercised to insure that no position, particularly those overseas, be identified with any one DD/I office.

7. Approve.

8. The policy of having a representative from each of the three military services on the Board be reconsidered.

8. Inasmuch as the DD/I's position on this recommendation was not clearly indicated in his 7 December memorandum, approval is held in abeyance pending further comment by the DD/I.

9. The AD/NE request the Director of Central Intelligence to ask the State Department for the services on the Board of National Estimates of a named individual of ambassadorial rank.

9. Approve, with understanding that DD/I will submit list of possible candidates for the Director's pursuit with the Secretary of State.

10. The AD/NE explore with the DD/I ways and means of enhancing the Board's role so that good men can be attracted and stimulated.

10. Approve, with understanding that the DD/I and the AD/NE develop specific proposals for enhancing the Board's role.

11a. The AD/NE terminate as a matter of regular practice the use of CNE consultants in panel consultations.

11b. The AD/NE pursue a policy of consultation with properly cleared individuals regarded by his staff and Board as capable of making constructive contributions to specific estimates particularly in the drafting phase.

11a. Action on this recommendation is held in abeyance pending decision from the DCI.

11b. Approve.

12. The AD/NE take steps to acquire a slot and recruit an Assistant Administrative Officer.

12. Action on this recommendation has been accomplished per DD/I memorandum of 7 December 1962.

13. The AD/NE request the DD/I to make the strongest possible representation to the DD/S to make minimal adequate space available for the now badly overcrowded Estimates Staff.

13. Approve, with understanding that DD/I action has been completed and the matter now rests with the DD/S and the DCI.

14. The AD/NE poll the intelligence community periodically to determine the continuing usefulness of the Cold War Survey.

14. Action on this recommendation has been resolved by the discontinuance of the Cold War Weekly Survey.

15. The AD/NE, in consultation with USIB representatives, establish firm guidelines delineating the conditions under which a post-mortem and/or validity study be prepared.

15. Approve.

25X1X7 16. The AD/NE take the initiative to invite the [REDACTED] representative to visit ONE more frequently for general and substantive intelligence discussions. 25X1X7

16. Approve, as modified by AD/NE comments of 17 December 1962.

17. The DD/I transmit a personal copy of each estimate to selected Government officials to widen the readership and increase the influence of estimates among policy makers. Each copy should be accompanied by a personal letter from the DCI, DDCI, or DD/I requesting an evaluation and comments on its utility.

17. Approve, with understanding that DCI will send out the personal copies based on mailing list prepared by DD/I, and that where a particularly good estimate is finished the Executive Secretary of USIB will prepare the covering letter.

18. The AD/NE insure that ONE review and comment constructively on the ORR and OSI research programs on a regular basis.

18. Approve.

19. The AD/NE submit to the USIB via the DD/I a proposal for review of USIB committee coordinating and publishing procedures; that the review be performed by the Assistant to the DCB for Coordination.

19. Approve, as modified by DD/I comments of 17 December 1962.

20. The DD/I establish the policy of holding face-to-face discussions between appropriate estimators and U. S. policy making officials on the terms of reference of each forthcoming national intelligence estimate; that the notes of such discussions be appended to the present terms of reference for each forthcoming estimate.

20. Approve, with understanding that the DD/I go all out to arrange these discussions.

21. The DD/I in concert with the Assistant to the DCI for Coordination propose to the USIB a review of management aspects of the USIB estimating process for the purpose of recording agreed deficiencies in estimating performance, improving procedures, establishing standards of personnel selection and career management, and evaluating periodically the objectives and levels of research effort in the intelligence agencies.

21. Disapprove.

2. The DD/I will submit a report to the DCI within 90 days from the date of this memorandum on the progress made in carrying out the approved recommendations.

Lyman B. Kirkpatrick  
Executive Director

cc: Inspector General ✓

6  
1  
2  
3  
4  
5  
6  
7  
8  
9  
10  
11  
12  
13  
14  
15  
16  
17  
18  
19  
20  
21  
22  
23  
24  
25  
26  
27  
28  
29  
30  
31  
32  
33  
34  
35  
36  
37  
38  
39  
40  
41  
42  
43  
44  
45  
46  
47  
48  
49  
50  
51  
52  
53  
54  
55  
56  
57  
58  
59  
60  
61  
62  
63  
64  
65  
66  
67  
68  
69  
70  
71  
72  
73  
74  
75  
76  
77  
78  
79  
80  
81  
82  
83  
84  
85  
86  
87  
88  
89  
90  
91  
92  
93  
94  
95  
96  
97  
98  
99  
100  
101  
102  
103  
104  
105  
106  
107  
108  
109  
110  
111  
112  
113  
114  
115  
116  
117  
118  
119  
120  
121  
122  
123  
124  
125  
126  
127  
128  
129  
130  
131  
132  
133  
134  
135  
136  
137  
138  
139  
140  
141  
142  
143  
144  
145  
146  
147  
148  
149  
150  
151  
152  
153  
154  
155  
156  
157  
158  
159  
160  
161  
162  
163  
164  
165  
166  
167  
168  
169  
170  
171  
172  
173  
174  
175  
176  
177  
178  
179  
180  
181  
182  
183  
184  
185  
186  
187  
188  
189  
190  
191  
192  
193  
194  
195  
196  
197  
198  
199  
200  
201  
202  
203  
204  
205  
206  
207  
208  
209  
210  
211  
212  
213  
214  
215  
216  
217  
218  
219  
220  
221  
222  
223  
224  
225  
226  
227  
228  
229  
230  
231  
232  
233  
234  
235  
236  
237  
238  
239  
240  
241  
242  
243  
244  
245  
246  
247  
248  
249  
250  
251  
252  
253  
254  
255  
256  
257  
258  
259  
260  
261  
262  
263  
264  
265  
266  
267  
268  
269  
270  
271  
272  
273  
274  
275  
276  
277  
278  
279  
280  
281  
282  
283  
284  
285  
286  
287  
288  
289  
290  
291  
292  
293  
294  
295  
296  
297  
298  
299  
300  
301  
302  
303  
304  
305  
306  
307  
308  
309  
310  
311  
312  
313  
314  
315  
316  
317  
318  
319  
320  
321  
322  
323  
324  
325  
326  
327  
328  
329  
330  
331  
332  
333  
334  
335  
336  
337  
338  
339  
340  
341  
342  
343  
344  
345  
346  
347  
348  
349  
350  
351  
352  
353  
354  
355  
356  
357  
358  
359  
360  
361  
362  
363  
364  
365  
366  
367  
368  
369  
370  
371  
372  
373  
374  
375  
376  
377  
378  
379  
380  
381  
382  
383  
384  
385  
386  
387  
388  
389  
390  
391  
392  
393  
394  
395  
396  
397  
398  
399  
400  
401  
402  
403  
404  
405  
406  
407  
408  
409  
410  
411  
412  
413  
414  
415  
416  
417  
418  
419  
420  
421  
422  
423  
424  
425  
426  
427  
428  
429  
430  
431  
432  
433  
434  
435  
436  
437  
438  
439  
440  
441  
442  
443  
444  
445  
446  
447  
448  
449  
4410  
4411  
4412  
4413  
4414  
4415  
4416  
4417  
4418  
4419  
4420  
4421  
4422  
4423  
4424  
4425  
4426  
4427  
4428  
4429  
4430  
4431  
4432  
4433  
4434  
4435  
4436  
4437  
4438  
4439  
4440  
4441  
4442  
4443  
4444  
4445  
4446  
4447  
4448  
4449  
44410  
44411  
44412  
44413  
44414  
44415  
44416  
44417  
44418  
44419  
44420  
44421  
44422  
44423  
44424  
44425  
44426  
44427  
44428  
44429  
44430  
44431  
44432  
44433  
44434  
44435  
44436  
44437  
44438  
44439  
44440  
44441  
44442  
44443  
44444  
44445  
44446  
44447  
44448  
44449  
444410  
444411  
444412  
444413  
444414  
444415  
444416  
444417  
444418  
444419  
444420  
444421  
444422  
444423  
444424  
444425  
444426  
444427  
444428  
444429  
444430  
444431  
444432  
444433  
444434  
444435  
444436  
444437  
444438  
444439  
444440  
444441  
444442  
444443  
444444  
444445  
444446  
444447  
444448  
444449  
4444410  
4444411  
4444412  
4444413  
4444414  
4444415  
4444416  
4444417  
4444418  
4444419  
4444420  
4444421  
4444422  
4444423  
4444424  
4444425  
4444426  
4444427  
4444428  
4444429  
4444430  
4444431  
4444432  
4444433  
4444434  
4444435  
4444436  
4444437  
4444438  
4444439  
4444440  
4444441  
4444442  
4444443  
4444444  
4444445  
4444446  
4444447  
4444448  
4444449  
44444410  
44444411  
44444412  
44444413  
44444414  
44444415  
44444416  
44444417  
44444418  
44444419  
44444420  
44444421  
44444422  
44444423  
44444424  
44444425  
44444426  
44444427  
44444428  
44444429  
44444430  
44444431  
44444432  
44444433  
44444434  
44444435  
44444436  
44444437  
44444438  
44444439  
44444440  
44444441  
44444442  
44444443  
44444444  
44444445  
44444446  
44444447  
44444448  
44444449  
444444410  
444444411  
444444412  
444444413  
444444414  
444444415  
444444416  
444444417  
444444418  
444444419  
444444420  
444444421  
444444422  
444444423  
444444424  
444444425  
444444426  
444444427  
444444428  
444444429  
444444430  
444444431  
444444432  
444444433  
444444434  
444444435  
444444436  
444444437  
444444438  
444444439  
444444440  
444444441  
444444442  
444444443  
444444444  
444444445  
444444446  
444444447  
444444448  
444444449  
4444444410  
4444444411  
4444444412  
4444444413  
4444444414  
4444444415  
4444444416  
4444444417  
4444444418  
4444444419  
4444444420  
4444444421  
4444444422  
4444444423  
4444444424  
4444444425  
4444444426  
4444444427  
4444444428  
4444444429  
4444444430  
4444444431  
4444444432  
4444444433  
4444444434  
4444444435  
4444444436  
4444444437  
4444444438  
4444444439  
4444444440  
4444444441  
4444444442  
4444444443  
4444444444  
4444444445  
4444444446  
4444444447  
4444444448  
4444444449  
44444444410  
44444444411  
44444444412  
44444444413  
44444444414  
44444444415  
44444444416  
44444444417  
44444444418  
44444444419  
44444444420  
44444444421  
44444444422  
44444444423  
44444444424  
44444444425  
44444444426  
44444444427  
44444444428  
44444444429  
44444444430  
44444444431  
44444444432  
44444444433  
44444444434  
44444444435  
44444444436  
44444444437  
44444444438  
44444444439  
44444444440  
44444444441  
44444444442  
44444444443  
44444444444  
44444444445  
44444444446  
44444444447  
44444444448  
44444444449  
444444444410  
444444444411  
444444444412  
444444444413  
444444444414  
444444444415  
444444444416  
444444444417  
444444444418  
444444444419  
444444444420  
444444444421  
444444444422  
444444444423  
444444444424  
444444444425  
444444444426  
444444444427  
444444444428  
444444444429  
444444444430  
444444444431  
444444444432  
444444444433  
444444444434  
444444444435  
444444444436  
444444444437  
444444444438  
444444444439  
444444444440  
444444444441  
444444444442  
444444444443  
444444444444  
444444444445  
444444444446  
444444444447  
444444444448  
444444444449  
4444444444410  
4444444444411  
4444444444412  
4444444444413  
4444444444414  
4444444444415  
4444444444416  
4444444444417  
4444444444418  
4444444444419  
4444444444420  
4444444444421  
4444444444422  
4444444444423  
4444444444424  
4444444444425  
4444444444426  
4444444444427  
4444444444428  
4444444444429  
4444444444430  
4444444444431  
4444444444432  
4444444444433  
4444444444434  
4444444444435  
4444444444436  
4444444444437  
4444444444438  
4444444444439  
4444444444440  
4444444444441  
4444444444442  
4444444444443  
4444444444444  
4444444444445  
4444444444446  
4444444444447  
4444444444448  
4444444444449  
44444444444410  
44444444444411  
44444444444412  
44444444444413  
44444444444414  
44444444444415  
44444444444416  
44444444444417  
44444444444418  
44444444444419  
44444444444420  
44444444444421  
44444444444422  
44444444444423  
44444444444424  
44444444444425  
44444444444426  
44444444444427  
44444444444428  
44444444444429  
44444444444430  
44444444444431  
44444444444432  
44444444444433  
44444444444434  
44444444444435  
44444444444436  
44444444444437  
44444444444438  
44444444444439  
44444444444440  
44444444444441  
44444444444442  
44444444444443  
44444444444444  
44444444444445  
44444444444446  
44444444444447  
44444444444448  
44444444444449  
444444444444410  
444444444444411  
444444444444412  
444444444444413  
444444444444414  
444444444444415  
444444444444416  
444444444444417  
444444444444418  
444444444444419  
444444444444420  
444444444444421  
444444444444422  
444444444444423  
444444444444424  
444444444444425  
444444444444426  
444444444444427  
444444444444428  
444444444444429  
444444444444430  
444444444444431  
444444444444432  
444444444444433  
444444444444434  
444444444444435  
444444444444436  
444444444444437  
444444444444438  
444444444444439  
444444444444440  
444444444444441  
444444444444442  
444444444444443  
444444444444444  
444444444444445  
444444444444446  
444444444444447  
444444444444448  
444444444444449  
4444444444444410  
4444444444444411  
4444444444444412  
4444444444444413  
4444444444444414  
4444444444444415  
4444444444444416  
4444444444444417  
4444444444444418  
4444444444444419  
4444444444444420  
4444444444444421  
4444444444444422  
4444444444444423  
4444444444444424  
4444444444444425  
4444444444444426  
4444444444444427  
4444444444444428  
4444444444444429  
4444444444444430  
4444444444444431  
4444444444444432  
4444444444444433  
4444444444444434  
4444444444444435  
4444444444444436  
4444444444444437  
4444444444444438  
4444444444444439  
4444444444444440  
4444444444444441  
4444444444444442  
4444444444444443  
4444444444444444  
4444444444444445  
4444444444444446  
4444444444444447  
4444444444444448  
4444444444444449  
44444444444444410  
44444444444444411  
44444444444444412  
44444444444444413  
44444444444444414  
44444444444444415  
44444444444444416  
44444444444444417  
44444444444444418  
44444444444444419  
44444444444444420  
44444444444444421  
44444444444444422  
44444444444444423  
44444444444444424  
44444444444444425  
44444444444444426  
44444444444444427  
44444444444444428  
44444444444444429  
44444444444444430  
44444444444444431  
44444444444444432  
44444444444444433  
44444444444444434  
44444444444444435  
44444444444444436  
44444444444444437  
44444444444444438  
44444444444444439  
44444444444444440  
44444444444444441  
44444444444444442  
44444444444444443  
44444444444444444  
44444444444444445  
44444444444444446  
44444444444444447  
44444444444444448  
44444444444444449  
444444444444444410  
444444444444444411  
444444444444444412  
444444444444444413  
444444444444444414  
444444444444444415  
444444444444444416  
444444444444444417  
444444444444444418  
444444444444444419  
444444444444444420  
444444444444444421  
444444444444444422  
444444444444444423  
444444444444444424  
444444444444444425  
444444444444444426  
444444444444444427  
444444444444444428  
444444444444444429  
444444444444444430  
444444444444444431  
444444444444444432  
444444444444444433  
444444444444444434  
444444444444444435  
444444444444444436  
444444444444444437  
444444444444444438  
444444444444444439  
444444444444444440  
444444444444444441  
444444444444444442  
444444444444444443  
444444444444444444  
444444444444444445  
444444444444444446  
444444444444444447  
444444444444444448  
444444444444444449  
4444444444444444410  
4444444444444444411  
4444444444444444412  
4444444444444444413  
4444444444444444414  
4444444444444444415  
4444444444444444416  
4444444444444444417  
4444444444444444418  
4444444444444444419  
4444444444444444420  
4444444444444444421  
4444444444444444422  
4444444444444444423  
4444444444444444424  
4444444444444444425  
4444444444444444426  
4444444444444444427  
4444444444444444428  
4444444444444444429  
4444444444444444430  
4444444444444444431  
4444444444444444432  
4444444444444444433  
4444444444444444434  
4444444444444444435  
4444444444444444436  
4444444444444444437  
4444444444444444438  
4444444444444444439  
4444444444444444440  
4444444444444444441  
4444444444444444442  
4444444444444444443  
4444444444444444444  
4444444444444444445  
4444444444444444446  
4444444444444444447  
4444444444444444448  
4444444444444444449  
44444444444444444410  
44444444444444444411  
44444444444444444412  
44444444444444444413  
44444444444444444414  
44444444444444444415  
44444444444444444416  
44444444444444444417  
44444444444444444418  
4444444444444444